

1978 Public Personnel Management Index

Volume 7, 1978

This index contains author and subject-matter references combined in a single alphabetical listing. The numerals given for each entry refer to the page number. Page numbers included in each issue are as follows:

<i>Issue</i>	<i>Date</i>	<i>Pages</i>
No. 1	January-February	1-71
No. 2	March-April	72-147
No. 3	May-June	148-204
No. 4	July-August	205-278
No. 5	September-October	279-345
No. 6	November-December	346-409

A

Administrators.

- "Decision Making Practices of Public Service Administrators," Ronald J. Hy and Walter M. Mathews, 148
- "Professional Managers and Personal Liability," Roger R. Stanton, 42
- "The Authoritarian as Anti-Manager," John E. Fisher, 33

Adverse Impact. *See* Affirmative Action.

- "Adverse Impact Determination in Federal Examinations," John D. Kraft, 362
- "New Judicial Standards for Adverse Impact: Their Meaning for Personnel Practices," Dee Ann S. Horstman, 347
- "Systems for Measuring and Assessing Adverse Impact," Stephen E. Bemis, 354

Affirmative Action. *See* Equal Employment Opportunity.

- "Affirmative Action, Preferential Selection, and Federal Employment," Elliot Zashin, 378
- "A Probabilistic Approach to Adverse Effect, Job Relatedness, and Criterion Differences," Donald J. Schwartz, 368

"Court-Ordered Affirmative Action," Wiley R. Boyles, 394

"Practical Observations Concerning the Defense of Employment Discrimination Cases," Richard T. Sampson, 358

Allan, Peter, and Rosenberg, Stephen, "Establishing a Personnel System for Managers: The New York City Approach," 236

Allan, Peter, and Rosenberg, Stephen, "The Development of a Task-Oriented Approach to Performance Evaluation in the City of New York," 26

Arbitration. *See* Collective Bargaining, Unions, Impasse Procedures, Legal Issues.

"Arbitration in the Federal Service: A Primer," Donald Austin Woolf, 295

"Facing the Realities of Public Employee Bargaining," Lanning S. Mosher, 243

"Performance Appraisal in Public Sector Arbitration," William H. Holley, Jr., 1

Assessment. *See* Selection, Testing, Content Validity.

B

Baker, H. Kent, and Gorman, Ronald H., "Evaluating the Effectiveness of Management Development Programs," 249

Barnum, Darold T., *See* Helburn

Bemis, Stephen E., "Systems for Measuring and Assessing Adverse Impact," 354

Boyles, Wiley R., "Court-Ordered Affirmative Action," 394

Brumback, Gary B., "Toward a New Theory and System of Performance Evaluation: A Standardized, MBO-Oriented Approach," 205

Budgeting. See Cost Reduction, Wage Determination, Compensation.

"Budget-Cutting and Minority Employment in City Governments: Lessons from Cincinnati," John Clayton Thomas, 155

"Collective Bargaining and Wage Determination in the Public Sector: Is Armageddon Really at Hand?" Daniel J. B. Mitchell, 80

"Local Government Cost Reduction and Effectiveness: Radical Manpower Proposals," Gilbert B. Siegel, 48

Burack, Elmer H., "Human Resource Planning and Labor Market Information: Need for Change, Now," 279

C

Caldwell, David, "Employee Motivation Under Merit Systems: Problems, Recent Developments and Prospects," 64

Campbell, Alan K., "Revitalizing the Federal Personnel System," 58

Chisholm, Rupert F., See Warner *et al.* City Government.

"Establishing a Personnel System for Managers: The New York City Approach," Peter Allan and Stephen Rosenberg, 236

"Images of Public Administration: A Study of Supervisors in a Metropolitan Bureaucracy," Jonathan P. West and Charles Davis, 316

"The Development of a Task-Oriented Approach to Performance Evaluation in the City of New York," 26

Collective Bargaining. See Labor-Management Relations.

"A Conceptual Model to Determine the Impact of Collective Bargaining on Management Practices," Ronald D. Merrell, 100

"Collective Bargaining and Wage Determination in the Public Sector: Is Armageddon Really at Hand?" Daniel J. B. Mitchell, 80

"Facing the Realities of Public Employee Bargaining," Lanning S. Mosher, 243

"Making Personnel Decisions by Public Referenda: Campaigns for Police and Fire Fighter Collective Bargaining in Texas," I. B. Helburn and Darold T. Barnum, 119

Compensation. See Budgeting.

"Is the Article 'Compensation for Public Managers: A Different Way' the Way to Pay?" William G. McGinnis, 96

"Relating Performance Evaluation to Compensation of Public Employees," Henri Van Adelsberg, 72

Computer Processing. See Personnel Research, Systems Approach.

Conser, James A., "A Case for State Mandated Minimum Selection Standards for Police Officers," 135

Constitutional Rights. See Legal Issues.

Content Validity. See Testing.

Contract Administration. See Labor-Management Relations

Cost Reduction. See Budgeting.

D

Davis, Charles. See West

Decision Making. See Administrators, Management By Objectives, Leadership.

"Decision Making Practices of Public Service Administrators," Ronald J. Hy and Walter M. Mathews, 148

Discrimination. See Affirmative Action, Equal Employment Opportunity, Legal Issues, Selection.

"Practical Observations Concerning the Defense of Employment Discrimination Cases," Richard T. Sampson,

Dresang, Dennis L., "Public Personnel Reform: A Summary of State Government Activity," 287

E

Education. See Performance Appraisal, Job Evaluation, Selection.

"Are P.A. Graduates any Different? A Preliminary Look at Public Personnel Officials," Frank J. Thompson, 198

"Police Officer Academic Standards," William J. Woska, 312

Employee Evaluation. See Perfor-

mance Appraisal.

Equal Employment Opportunity. *See* Affirmative Action, Selection, Testing.

"Equal Employment Opportunity: Legal Issues and Societal Consequences," Mitchell Sherman, 127

"Systems for Measuring and Assessing Adverse Impact," Stephen E. Bemis, 354

F

Fisher, John E., "The Authoritarian as Anti-Manager," 33

G

Geissner, James W., "The Management Campaign: A Case Study," 323

Goal Setting. *See* Leadership, Management By Objectives.

"Collaborative Goal Setting in Performance Appraisal: A Field Experiment," Robert L. Taylor and Robert A. Zawacki, 162

Goodman, Roger J., "Public Personnel Administration Requires an OD Effort," 192

Gorman, Ronald H., *See* K Baker

Grievance Procedures. *See* Discrimination, Personnel Reform, Unions.

"Grievance Procedures for Nonunion Employees," Ronald L. Miller, 302

"Grievance Procedures in the Federal Service: The Continuing Problem," James E. Martin, 221

H

Helburn, I. B., and Barnum, Darold T., "Making Personnel Decisions by Public Referenda: Campaigns for Police and Fire Fighter Collective Bargaining in Texas," 119

Holley, William H., Jr., "Performance Appraisal in Public Sector Arbitration, 1.

Horstman, Dee Ann S., "New Judicial Standards for Adverse Impact: Their Meaning for Personnel Practices," 347

Human Resource Planning. *See* Management Development.

"Human Resource Planning and Labor Market Information: Need for Change, Now," Elmer H. Burack, 279

Hy, Ronald J., and Mathews, Walter M., "Decision Making Practices of Public Service Administrators," 148

I

Impasse Procedures. *See* Arbitration.

"A Comparison of Impasse Procedures in the Public and Private Sectors: The Hawaii State Teacher's Experience, Marvin J. Levine and Joy J. Luna, 108

J

Jensen, Ollie A., "An Analysis of Confusions and Misconceptions Surrounding Job Analysis, Job Evaluation, Position Classification, Employee Selection, and Content Validity," 258

Job Analysis.

"A Probabilistic Approach to Adverse Effect, Job Relatedness, and Criterion Differences," Donald J. Schwartz,

Job Evaluation.

K

Kraft, John D., "Adverse Impact Determination in Federal Examinations," 362

Kuffel, Tom *See* Murray

L

Labor-Management Relations. *See* Legal Issues, Collective Bargaining, Unions.

"Arbitration in the Federal Service: A Primer," Donald Austin Woolf, 295

"Human Resource Planning and Labor Market Information: Need for Change, Now," Elmer H. Burack, 279

"Labor Relations for Police and Fire: An Overview," Richard S. Rubin, 337

"The Management Campaign: A Case Study," James W. Geissner, 323

Leadership. *See* Decision Making.

"A Systems Approach to Personnel Management: Advantages and Disadvantages of Implementation," Jean R. Pearman, 6

Legal Issues. *See* Affirmative Action.

"Court-Ordered Affirmative Action," Wiley R. Boyles, 394

"Equal Employment Opportunity: Legal Issues and Societal Consequences," Mitchell Sherman, 127

"New Judicial Standards for Adverse Impact: Their Meaning for Personnel Practices," Dee Ann S. Horstman, 347

Legislation *See* Personnel Reform.

"Revitalizing the Federal Personnel System," Alan K. Campbell, 58

Levine, Edward L., "Self Assessment for Personnel Selection: Bane or Boon?" 230

Levine, Marvin J., and Luna, Joy J., "A Comparison of Impasse Procedures in the Public and Private Sectors: The Hawaii State Teacher's Experience," 108

Luna, Joy J., *See* Levine

M

Management By Objectives. *See* Decision Making, Goal Setting.

"MBO and Performance Linked Compensation in the Public Sector," Stuart Murray and Tom Kuffel, 171

"The Missing Link in Management by Objectives: Continuing Responsibilities," Peter P. Schoderbek and Donald L. Plambeck, 19

"Toward a New Theory and System of Performance Evaluation: A Standardized, MBO-Oriented Approach," Gary B. Brumaback, 205

Management Development

"Evaluating the Effectiveness of Management Development Programs," H. Kent Baker and Ronald H. Gorman, 249

"Professional Managers and Personal Liability," Roger R. Stanton, 42

"The Authoritarian as Anti-Manager," John E. Fisher, 33

Martin, James E., "Grievance Procedures in the Federal Service: The Continuing Problem," 221

Mathews, Walter M., *See* Hy

McGinnis, William G., "Is the Article 'Compensation for Public Managers: A Different Way' the Way to Pay?" 96

McCrensky, Edward, "Increasing the Effectiveness of Staff Performance Appraisal Systems," 212

Merit Systems. *See* Affirmative Action.

"Employee Motivation Under Merit Systems: Problems, Recent Developments and Prospects," David Caldwell, 64

Merrell, Ronald D., "A Conceptual Model to Determine the Impact of Collective Bargaining on Management Practices," 100

Miller, Ronald L., "Grievance Procedures for Nonunion Employees," 302

Minorities. *See* Equal Employment Opportunity, Discrimination.

"Budget-Cutting and Minority Employment in City Governments: Lessons from Cincinnati," John Clayton Thomas, 155

Mitchell, Daniel J. B., "Collective Bargaining and Wage Determination in the Public Sector: Is Armageddon Really at Hand?" 80

Mosher, Lanning S., "Facing the Realities of Public Employee Bargaining," 243

Motivation. *See* Personnel Research.

"Employee Motivation Under Merit Systems: Problems, Recent Developments and Prospects," David Caldwell, 64

"Motives for Unionization Among State Social Service Employees," Kenneth S. Warner, Rupert F. Chisholm and Robert F. Munzenrider, 181

Munzenrider, Robert F., *See* Warner *et al.*

Murray, Stuart, and Kuffel, Tom, "MBO and Performance Linked Compensation in the Public Sector," 171

O

Organization Development.

"An OD Experience in the Latin American Public Sector Through and Instrument of Collective Organizational Programming," Alberto D. R. Salinas, 272

"Public Personnel Administration Requires and OD Effort," Roger J. Goodman, 192

Osman, Osama A., "Formalism vs. Realism: The Saudi Arabian Experience with Position Classification," 177

P

Pearman, Jean R., "A Systems Approach to Personnel Management: Advantages and Disadvantages of Implementation," 6

Performance Appraisal. *See* Personnel Research.

"Collaborative Goal Setting in Performance Appraisal: A Field Experiment," Robert L. Taylor and Robert A. Zawacke, 162

"Increasing the Effectiveness of Staff Performance Appraisal Systems," Edward McCrensky, 212

"Performance Appraisal in Public Sector Arbitration," William H. Holley, Jr., 1

"Relating Performance Evaluation to Compensation of Public Employees," Henri Van Adelsberg, 72

"The Development of a Task-Oriented Approach to Performance Evaluation in the City of New York," 26

"Toward a New Theory and System of Performance Evaluation: A Standardized, MBO-Oriented Approach," Gary B. Brumback, 205

Personnel Reform. *See* Affirmative Action, Personnel Research, Legislation.

"Establishing a Personnel System for Managers: The New York City Approach," Peter Allan and Stephen Rosenberg, 236

"Revitalizing the Federal Personnel System," Alan K. Campbell, 58

Personnel Research.

"A Conceptual Model to Determine the Impact of Collective Bargaining on Management Practices." Ronald D. Merrell, 100

"Are P.A. Graduates any Different? A Preliminary Look at Public Personnel Officials," Frank J. Thompson, 198

"Images of Public Administration: A Study of Supervisors in a Metropolitan Bureaucracy," Jonanthan P. West and Charles Davis, 316

"Public Personnel Administration Requires an OD Effort," Roger J. Goodman, 192

Plambeck, Donald L., *See* Schoderbek.

Political Campaigns. *See* Referenda, Personnel Reform.

"The Management Campaign: A Case Study," James W. Geissner, 323

Position Classification. *See* Job Analysis, Job Evaluation.

"An Analysis of Confusions and Misconceptions Surrounding Job Analysis, Job Evaluation, Position Classification, Employee Selection, and Content Validity," Ollie A. Jensen, 258

"Formalism vs. Realism: The Saudi Arabian Experience with Position Classification," Osama A. Osman, 177

Productivity. *See* Performance Appraisal.

"Local Government Cost Reduction and Effectiveness: Radical Manpower Proposals," Gilbert B. Siegel, 48

R

Referenda. *See* Political Campaigns.

"Making Personnel Decisions by Public Referenda: Campaigns for Police and Fire Fighter Collective Bargaining in Texas," I. B. Helburn and Darold T. Barnum, 119

Rosenberg, Stephen. *See* Allan

Rubin, Richard S., "Labor Relations for Police and Fire: an Overview," 337

S

- Salinas, Alberto D. R.**, "An OD Experience in the Latin American Public Sector Through and Instrument of Collective Organizational Programming," 272
- Sampson, Richard T.**, "Practical Observations Concerning the Defense of Employment Discrimination Cases," 358
- Schoderbek, Peter P., and Plambeck, Donald L.**, "The Missing Link in Management by Objectives: Continuing Responsibilities," 19
- Schwartz, Donald J.**, "A Probabilistic Approach to Adverse Effect, Job Relatedness, and Criterion Differences," 368
- Selection.** *See* Affirmative Action, Legal Issues, Adverse Impact, Testing, Assessment.
- "A Case for State Mandated Minimum Selection Standards for Police Officers," James A. Conser, 135
- "Affirmative Action, Preferential Selection, and Federal Employment," Elliot Zashin, 378
- "Police Officer Academic Standards," William J. Woska, 312
- "Self Assessment for Personnel Selection; Bane or Boon?" Edward L. Levine, 230
- "The Selection Interview; An Interim Approach," Lawrence O. Short and Lynville E. Taber, 143
- Sherman, Mitchell**, "Equal Employment Opportunity: Legal Issues and Societal Consequences," 127
- Short, Lawrence O., and Taber, Lynville E.**, "The Selection Interview: An Interim Approach," 143
- Siegel, Gilbert**, "Local Government Cost Reduction and Effectiveness: Radical Manpower Proposals," 48
- Stanton, Roger R.**, "Professional Managers and Personal Liability," 42
- Systems Approach.** *See* Personnel Research, Management By Objectives.
- "A Systems Approach to Personnel Management: Advantages and Disadvantages of Implementation," Jean R. Pearman, 6

"Increasing the Effectiveness of Staff Performance Appraisal Systems," Edward McCrensky, 212

T

- Taber, Lynville E.**, *See* Short.
- Taylor, Robert L., and Zawacki, Robert A.**, "Collaborative Goal Setting in Performance Appraisal: A Field Experiment," 162
- Testing.** *See* Selection, Assessment.
- "Adverse Impact Determination in Federal Examination," John D. Kraft, 362
- "An Analysis of Confusions and Misconceptions Surrounding Job Analysis, Job Evaluation, Position Classification, Employee Selection, and Content Validity," Ollie A. Jensen, 258
- "The Development of a Task-Oriented Approach to Performance Evaluation in the City of New York," 26
- Thomas, John Clayton**, "Budget-Cutting and Minority Employment in City Governments: Lessors from Cincinnati," 155
- Thompson, Frank J.**, "Are P.A. Graduates Any Different? A Preliminary Look at Public Personnel Officials," 198

U

- Unions.** *See* Labor-Management Relations.
- "Grievance Procedures for Nonunion Employees," Ronald L. Miller, 302
- "Motives for Unionization Among State Social Service Employees," Kenneth S. Warner, Rupert F. Chisholm and Robert F. Munzenrider, 181

V

- Van Adelsberg, Henri**, "Relating Performance Evaluation to Compensation of Public Employees," 72

W

- Warner, Kenneth S., Chisholm, Rupert F., and Munzenrider, Robert**

F., "Motives for Unionization Among State Social Service Employees," 181

West, Jonathan P., and Davis, Charles, "Images of Public Administration: A Study of Supervisors in a Metropolitan Bureaucracy," 316

Woolf, Donald Austin, "Arbitration in the Federal Service: A Primer," 295

Woska, William J., "Police Officer Academic Standards," 312

Z

Zashin, Elliot, "Affirmative Action, Preferential Selection, and Federal Employment," 378

Zawacki, Robert A., *See* Taylor

DAVID L. HARRIS, INC. MANAGEMENT CONSULTANTS

- Classification and Compensation
- Personnel Management Audits
- Organizational Development
- Personnel Regulations

415 Greenbriar Court
Danville, CA. 94526 (415) 820-5361



HAY ASSOCIATES

STATE & LOCAL GOVERNMENT CENTER
ONE EAST WACKER DRIVE, CHICAGO, ILLINOIS 60601
(312) 644-5700

- | | |
|---|---------------------------------|
| • JOB EVALUATION AND POSITION CLASSIFICATION | • ORGANIZATION DESIGN |
| • CASH AND NONCASH COMPENSATION | • EXAM PROGRAM VALIDATION |
| • APPLIED BEHAVIORAL SCIENCES | • EEOC & AFFIRMATIVE ACTION |
| • MANPOWER ASSESSMENT AND DEVELOPMENT | • TRAINING AND COMMUNICATIONS |
| • NATIONAL, REGIONAL AND LOCAL SALARY SURVEYS | • PERSONNEL INFORMATION SYSTEMS |

OTHER LOCATIONS: Atlanta, Boston, Dallas, Los Angeles, New York, Philadelphia, Pittsburgh, San Francisco, Seattle, Toronto, Washington, D.C.

THE CENTER FOR PSYCHOLOGICAL SERVICE

Licensed Professional Psychologists

Suite 110
919 Eighteenth Street, N.W.
Washington, D.C. 20006
(202) 659-4743

Special Psychological Services to Personnel and Management

On-site Test Development & Validation
Technical Psychological Assistance in
EEOC Compliance
Personnel Selection Procedures
Job Performance Evaluation Systems
Consultation on Employee Problems
(mental health, alcoholism, etc.)

PSYCHOLOGICAL TEST PUBLISHER